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# State of Washington Parks and Recreation Commission

## Human Resource Management Report

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October 2009



## Managers' Logic Model for Workforce Management



# Executive Summary

Parks and Recreation Commission

| Performance Measure                                                    | Status                                                                                                 | Action Priority <sup>e</sup> | Comments                              |
|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------|---------------------------------------|
| <b>PLAN &amp; ALIGN WORKFORCE</b>                                      |                                                                                                        |                              |                                       |
| Management profile <sup>a</sup>                                        | 11.4% = "Managers"; 4.1% = WMS only                                                                    | L                            | WMS control point = 7.3%              |
| % employees with current position/competency descriptions <sup>b</sup> | 79.70%                                                                                                 | M                            | As of 8/31/09                         |
| <b>HIRE WORKFORCE</b>                                                  |                                                                                                        |                              |                                       |
| Average Time to Hire Funded Vacancies <sup>c</sup>                     | 47.9 avg days to hire (of 25 vacancies filled)                                                         | L                            |                                       |
| Candidate quality ratings <sup>c</sup>                                 | 85% cand. interviewed had competencies needed<br>100% mgrs said they were able to hire best candidate* | L                            | *Only five responses to questionnaire |
| Hiring balance (% types of appointments) <sup>c</sup>                  | 29% promo; 49% new hires; 16% transfers                                                                | L                            |                                       |
| Number of separations during post-hire review period <sup>c</sup>      | 15*                                                                                                    | L                            | *13 due to budget reductions          |
| <b>DEPLOY WORKFORCE</b>                                                |                                                                                                        |                              |                                       |
| Percent employees with current performance expectations <sup>b</sup>   | 95.3%                                                                                                  | H                            | As of 9/30/09                         |
| Overtime usage: (monthly average) <sup>c</sup>                         | 1.45 hours (per capita); 12.47% of EEs receiving OT                                                    | H                            |                                       |
| Sick leave usage: (monthly average) <sup>c</sup>                       | 5.7 hours (per capita)                                                                                 | L                            |                                       |
| # of non-disciplinary grievances <sup>c</sup>                          | 3 grievances                                                                                           | L                            |                                       |
| # of non-disciplinary appeals & Dir's Reviews filed <sup>c</sup>       | 1 appeal, 8 Director's Reviews                                                                         | L                            |                                       |
| <b>DEVELOP WORKFORCE</b>                                               |                                                                                                        |                              |                                       |
| Percent employees with current individual training plans <sup>b</sup>  | 95.0%                                                                                                  | M                            | As of 9/30/09                         |
| <b>REINFORCE PERFORMANCE</b>                                           |                                                                                                        |                              |                                       |
| Percent employees with current performance evaluations <sup>b</sup>    | 95.0%                                                                                                  | H                            | As of 9/30/09                         |
| Number of formal disciplinary actions taken <sup>c</sup>               | 2                                                                                                      | L                            |                                       |
| Number of disciplinary grievances and appeals filed <sup>c</sup>       | 4 grievances; 0 appeals                                                                                | L                            |                                       |
| <b>ULTIMATE OUTCOMES</b>                                               |                                                                                                        |                              |                                       |
| Turnover percentages (leaving state service) <sup>c</sup>              | 11.30%                                                                                                 | M                            | 48% due to budget reductions          |
| Diversity Profile <sup>a</sup>                                         | 31% female; 10% people of color; 70% 40+; 4% with disabilities                                         | M                            |                                       |
| Employee survey overall average rating <sup>d</sup>                    | 3.58, 479 survey responses                                                                             | M                            |                                       |

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

### Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: Low

## Management Profile

**WMS Employees Headcount = 41**

**Percent of agency workforce that is WMS = 4.1%**

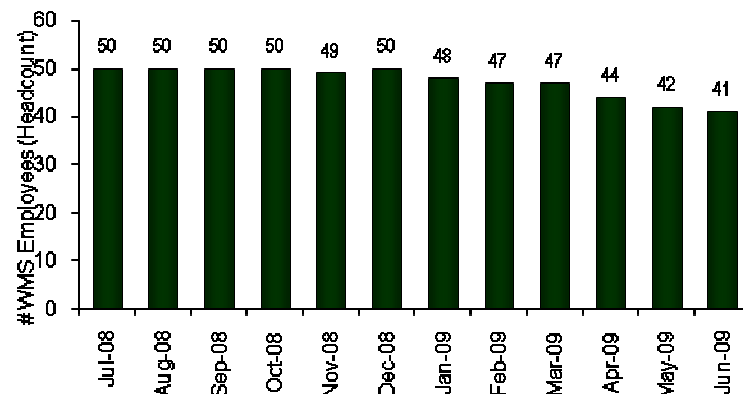
**All Managers\* Headcount = 113**

**Percent of agency workforce that is Managers\* = 11.4%**

\* In positions coded as "Manager" (includes EMS, WMS, and GS)

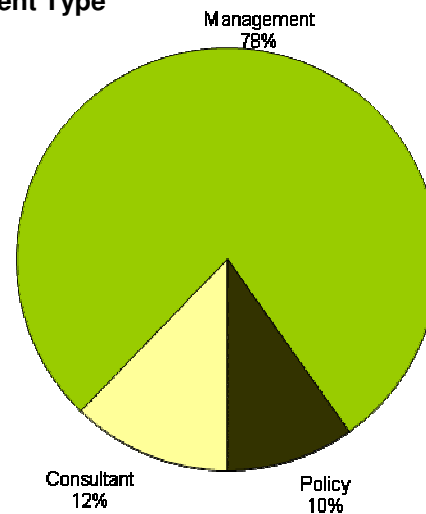
### Washington Management Service Headcount Trend

Data Time Period: 7/08 through 6/09



### WMS Management Type

|            |    |
|------------|----|
| Management | 32 |
| Consultant | 5  |
| Policy     | 4  |



Data as of 7/1/09  
Source: HRMS/BI

Parks and Recreation Commission

## Analysis:

- **WMS Control Point: 7.3%**
- 4.1% is the percent of WMS staff compared to the total workforce on staff as of 6/30/09 which includes non-permanent employees. The percentage of the agency workforce that is WMS when only including permanent positions is approximately 7.0% which is still below the control point.
- Due to budget reductions, 7 WMS positions and 2 EMS positions were abolished. Ten WMS positions are currently being held vacant.
- As of October 1, 2009, the WMS headcount was down to 36 (this includes three acting appointments).

## Action Steps: (What, by whom, by when)

- The Human Resources Office will continue to monitor its use of WMS positions in order to stay at or below the control point.

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Management profile  
Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions

Agency Priority: Medium

**Percent employees with current position/competency descriptions = 79.7%\***

\*Based on 547 of 686 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- Since the October 2007 HR Management Report, the percent of employees with current position/competency descriptions has decreased by 13.4 percent.

## Action Steps: (What, by whom, by when)

- Prior to filling a vacancy, the HR Office will ensure that the position description is current (per agency policy, they must be updated at least once every three years).
- The HR Office will notify appropriate managers on a quarterly basis of CQs that need to be updated.
- The agency recently created an HR Consultant position in each of its three region offices. These positions will be responsible for ensuring that the employees in their respective regions have current position descriptions.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-hire vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-Hire / Candidate Quality

Agency Priority: Low

### Time-to-Hire Funded Vacancies

|                                  |      |
|----------------------------------|------|
| Average number of days to hire*: | 47.9 |
| Number of vacancies filled:      | 25   |

\*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: Low

### Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 22    Percentage = 85%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 5    Percentage = 100%

Hiring managers indicating "no":

Number = 0    Percentage = 0%

## Analysis:

- Compared to the 4/1/08-9/23/08 period (as reported in the October 2008 HRM Report), the average number of days to hire was reduced by 23.1 days.
- Parks is not using e-recruiting except for posting jobs, however, HR staff created a questionnaire to begin tracking candidate quality. To date, HR has only received 5 responses from managers.

## Action Steps: (What, by whom, by when)

- The HR Office will continue to send the candidate quality questionnaire to hiring supervisors.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

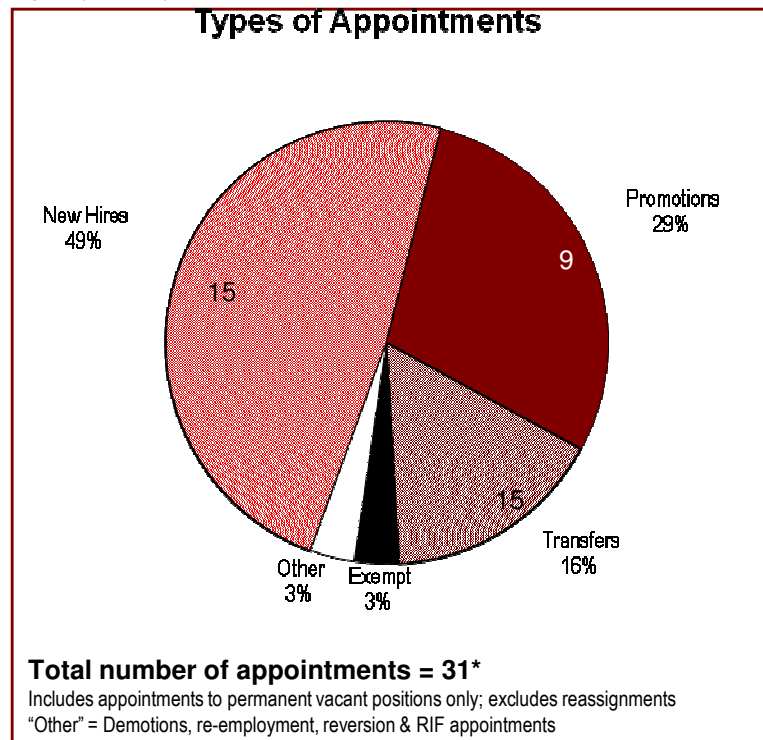
Time-to-hire vacancies  
Candidate quality

**Hiring Balance**  
(proportion of appointment types)

**Separation during review period**

## Hiring Balance / Separations During Review Period

Agency Priority: Low



Agency Priority: Low

| Separation During Review Period               |           |
|-----------------------------------------------|-----------|
| Probationary separations – Voluntary          | 0         |
| Probationary separations – Involuntary        | 15        |
| <i>Total Probationary Separations</i>         | <i>15</i> |
| Trial Service separations – Voluntary         | 0         |
| Trial Service separations – Involuntary       | 0         |
| <i>Total Trial Service Separations</i>        | <i>0</i>  |
| <b>Total Separations During Review Period</b> | <b>15</b> |

Data Time Period: 7/08 through 6/09  
Source: HRMS/BI

## Analysis:

- 60% (9 of 15) of the new hires were Park Rangers. Because Park Rangers make up approximately 40% of the workforce and are hired at the entry level, new hires will continue to be the highest percentage.
- All but three of the probationary separations were due to budget cuts (not performance). Eight of these employees have been rehired into permanent positions.

## Action Steps: (What, by whom, by when)

- Supervisors will be held accountable for establishing performance expectations for new employees within the first week of employment and for evaluating employees during the probationary/trial service period after three months. The HR Office will send out reminders to supervisors regarding due dates for trial service and probationary evaluations.
- The HR Office will continue to offer an Exit Interview to all permanent employees voluntarily leaving the agency to determine why they are leaving. Staff will analyze data gathered to determine if there are any trends in order to implement additional strategies to reduce turnover (including separations during review periods).

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

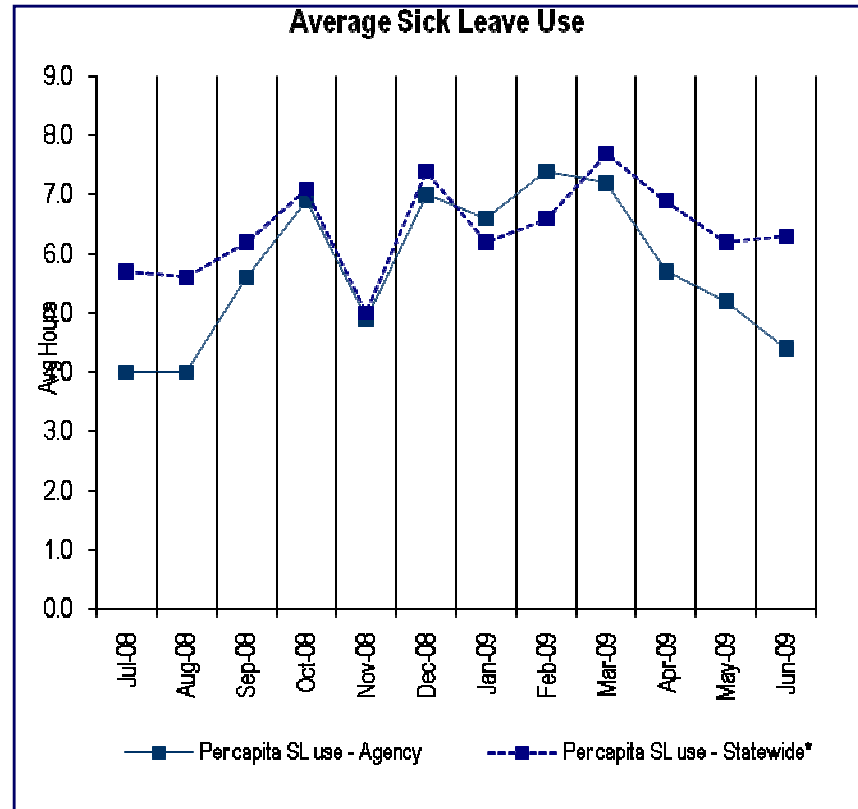
Overtime usage

## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

## Sick Leave Usage

Agency Priority: Low



## Analysis:

- The average hours of sick leave used per capita increased from 5.5 to 5.7 since the October 2008 HR Management Report.
- The average sick leave balance per capita is more than 224 hours than the statewide average. This may be due to the longevity of State Parks Employees.

## Action Steps: (What, by whom, by when)

- The HR Office will continue to educate employees and supervisors regarding FMLA so that employees' leave is designated as FML as appropriate.
- The HR Office will work with supervisors on strategies to identify and mitigate sick leave abuse.

## Sick Leave Hrs Used / Sick Leave Balance (per capita)

| Avg Hrs SL Used (per capita) - Agency | Avg SL Balance (per capita) - Agency | Avg Hrs SL Used (per capita) - Statewide* | Avg SL Balance (per capita) - Statewide* |
|---------------------------------------|--------------------------------------|-------------------------------------------|------------------------------------------|
| 5.7 Hrs                               | 464.6 Hrs                            | 6.4 Hrs                                   | 240.2 Hrs                                |

\* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 7/08 through 6/09  
Source: HRMS/BI



## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

#### Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

## Current Performance Expectations

Agency Priority: High

**Percent employees with current performance expectations = 95.0%\***

\*Based on 528 of 556 reported employee count  
Applies to employees in permanent positions, both WMS & GS

### Analysis:

- In fall 2008, the HR Office developed a PDP Training Guide and provided PDP training to supervisors in order to increase the quality of PDPs.

### Action Steps: (What, by whom, by when)

- The HR Office will continue to notify Executive Leadership Team members regarding missing performance expectations.
- The agency recently created an HR Consultant position in each of its three region offices. These positions will be responsible for ensuring that the employees in their respective regions have current performance expectations.

## Overtime Usage

Agency Priority: High

### Deploy Workforce

#### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

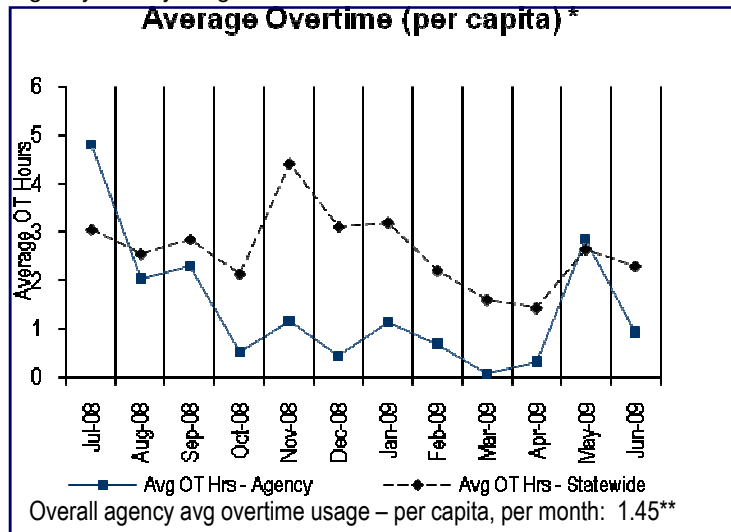
#### Performance Measures

Percent employees with current performance expectations

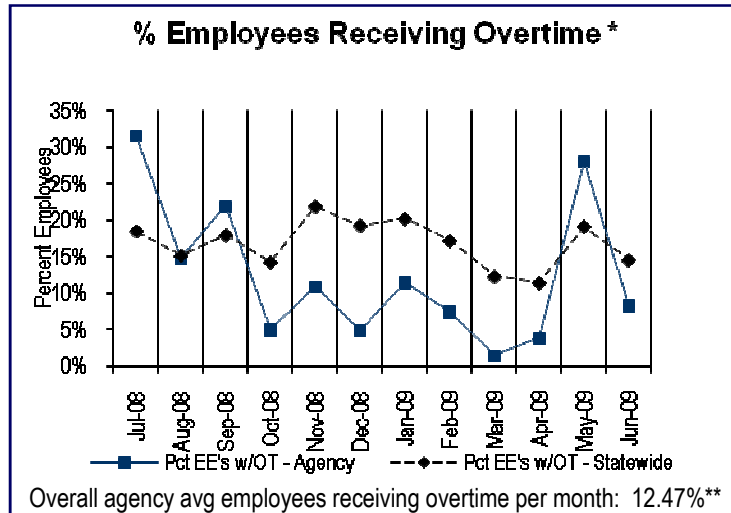
#### Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)



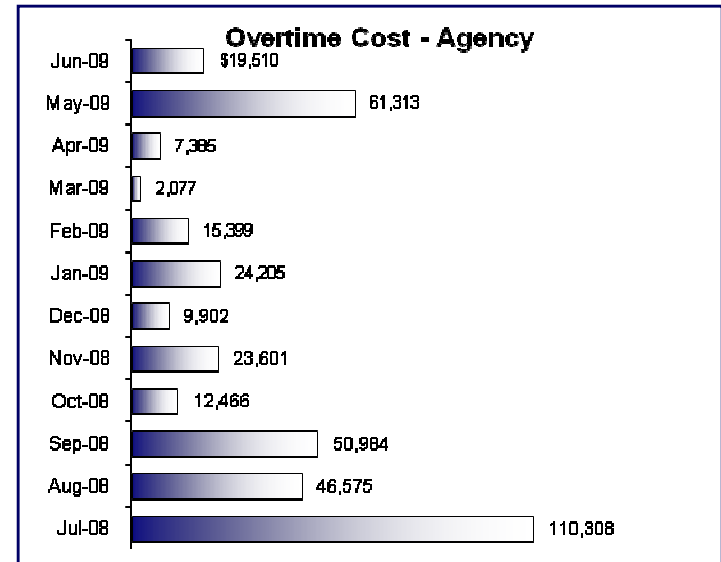
\*\*Overall agency avg overtime usage - per capita, per month = sum of monthly OT averages / # months



\*\*Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

\*Statewide overtime values do not include DNR

Data Time Period: 7/08 through 6/09  
Source: HRMS/BI



#### Analysis:

- Due to budget reductions, the agency made an effort to reduce overtime. Overtime costs were reduced by \$253,116 (40%) from FY08 to FY09. Also, the average number of employees receiving OT per month decreased by 35% and the average OT usage per capita decreased by 43%.
- The majority of Parks' permanent employees (more than 78%) are overtime-eligible. The peaks in July, September and May are due to employees working on the 4th of July, Labor Day and Memorial Day holidays. Due to the nature of our work, it is appropriate and necessary for park staff to work on holidays.
- The agency developed a new overtime request and authorization form that requires employees to document the reason(s) that overtime was necessary.

#### Action Steps: (What, by whom, by when)

- The agency will continue to monitor overtime.

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

Percent employees with current performance expectations

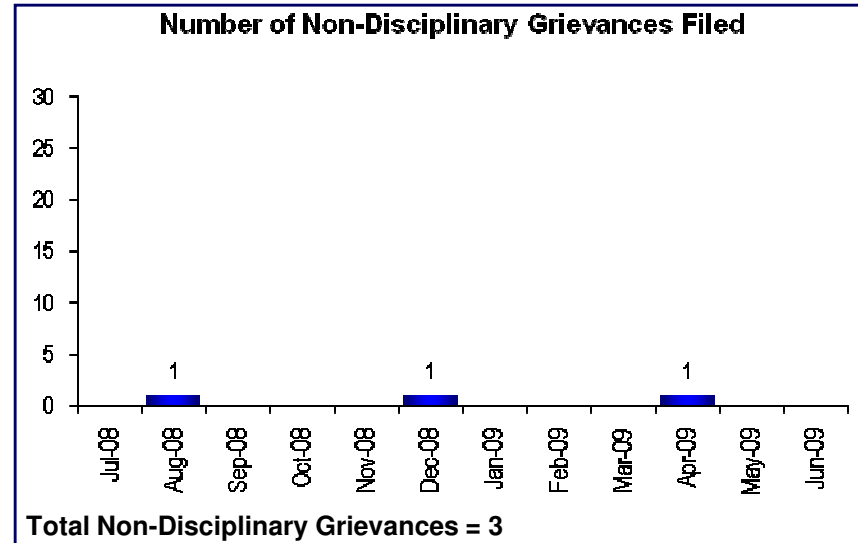
Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

## Non-Disciplinary Grievances (represented employees)

Agency Priority: Low



### Non-Disciplinary Grievance Disposition\*

(Outcomes determined during time period listed below)

- Two were withdrawn by the union.
- The other was resolved informally.

### Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

| Grievance Type      | # Grievances |
|---------------------|--------------|
| 1. PDP              | 2            |
| 2. Supervisory File | 1            |

### Analysis:

- The number of non-disciplinary grievances filed in FY09 decreased by 5 from FY08.
- The HR Office provided training to supervisors and managers to educate them on the terms and conditions of the CBA. This may be a factor in the reduction of non-disciplinary grievances filed.
- The HR Office provided PDP training to supervisors in fall 2008. The CBA requirements for PDPs are covered during this training.

### Action Steps: (What, by whom, by when)

- The HR Office will continue to encourage managers to resolve issues informally before a grievance is filed.

Data Time Period: 7/08 through 6/09  
Source: HRMS/Agency Tracked Data

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

## Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

### Filings for DOP Director's Review

10 Job classification

**8 Total filings**

### Filings with Personnel Resources Board

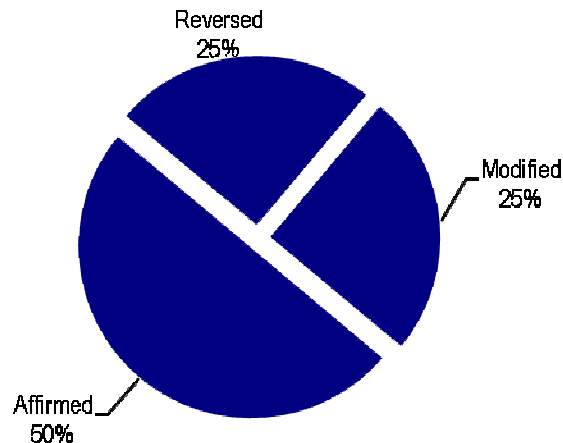
1 Job classification

**1 Total filings**

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

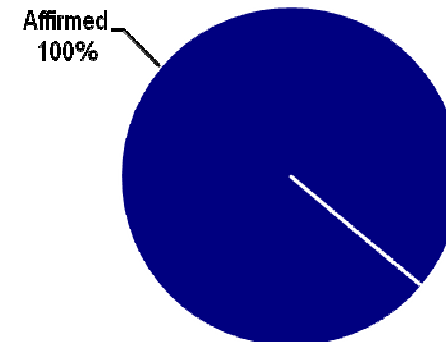
### Director's Review Outcomes



Total outcomes = 8

Data Time Period: 7/08 through 6/09  
Source: Department of Personnel

### Personnel Resources Board Outcomes



Total outcomes = 1

# Develop Workforce

## Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

## Performance Measures

**Percent employees with current individual development plans**

Competency gap analysis (TBD)

## Individual Development Plans

Agency Priority: Medium

**Percent employees with current individual development plans = 95.0%\***

\*Based on 528 of 556 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- The agency recently updated its Human Resource Development and Training policy. The following language was added:
  - “Managers/supervisors will provide leadership and support to their employees in identifying learning and development needs as related to the employee’s success in their current position and for achieving professional development goals in alignment with the agency’s mission. This information shall be recorded in the Training & Development Needs/ Opportunities section of the employee’s annual Performance and Development Plan. Employees are expected to actively participate in the process of creating their development plan and communicating their development needs to their supervisor.”

## Action Steps: (What, by whom, by when)

- The agency recently created an HR Consultant position in each of its three region offices. These positions will be responsible for ensuring that the employees in their respective regions have meaningful and appropriate training and development needs identified on the PDPs.
- Due to budget constraints, the HR Office will continue to encourage no-cost and low-cost employee development such as on the job training, job shadowing, rotational assignments, webinars, literature review, etc.

Data as of 9/30/09  
Source: Agency Tracked Data

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

### Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

Agency Priority: High

**Percent employees with current performance evaluations = 95.3%\***

\*Based on 512 of 537 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- In fall 2008, the HR Office developed a PDP Training Guide and provided PDP training to supervisors in order to increase the quality of PDPs.

## Action Steps: (What, by whom, by when)

- The HR Office will continue to notify Executive Leadership Team members regarding missing performance expectations.
- The agency recently created an HR Consultant position in each of its three region offices. These positions will be responsible for ensuring that the employees in their respective regions have quality performance evaluations completed during the probationary and trial service periods and at least annually thereafter.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

Agency Priority: Low

### Disciplinary Action Taken

| Action Type                        | # of Actions |
|------------------------------------|--------------|
| Dismissals                         | 0            |
| Demotions                          | 0            |
| Suspensions                        | 0            |
| Reduction in Pay                   | 2            |
| <b>Total Disciplinary Actions*</b> | <b>2</b>     |

### Issues Leading to Disciplinary Action

- Ethics
- Work performance

## Analysis:

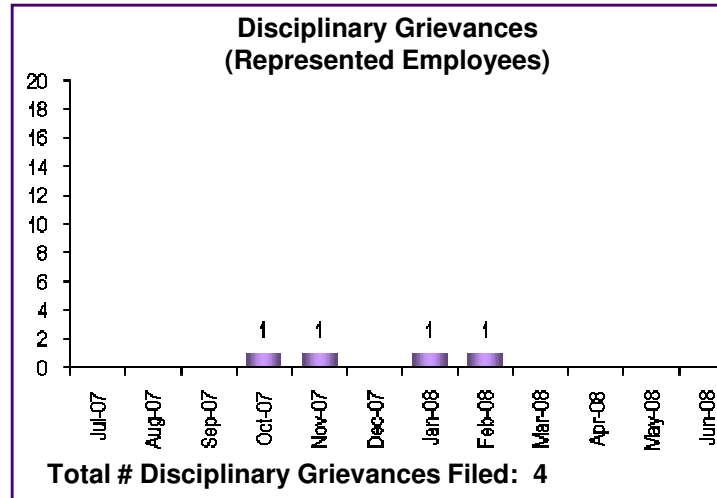
- The number of formal disciplinary actions decreased from 7 in FY08 to 2 in FY09.

## Action Steps: (What, by whom, by when)

- To minimize employment risk, the HR Office will send out an annual policy acknowledgement to all employees in fall 2009. Employees will be required to read and acknowledge certain HR policies (e-mail usage, internet, harassment, discrimination, violence in the workplace, etc.). This may reduce employee misconduct by proactively educating employees. It will also increase the agency's ability to take disciplinary action under just cause when necessary. Supervisors will be encouraged to meet with staff to review the relevant policies.

## Disciplinary Grievances and Appeals

Agency Priority: Low



### Disposition (Outcomes) of Disciplinary Grievances

1. Resolved after the union filed for a PARM. LOR was changed to a counseling memo.
2. Resolved at step 3 (discipline was upheld).
3. The union withdrew the grievance after the agency agreed to remove the discipline letter after three years.
4. Pending.

### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

n/a – No disciplinary appeals filed by non-represented employees.

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

Percent employees with current performance evaluations

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

Data Time Period: 7/08 through 6/09  
Source: HRMS/Agency Tracked Data



# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Turnover rate: key occupational categories

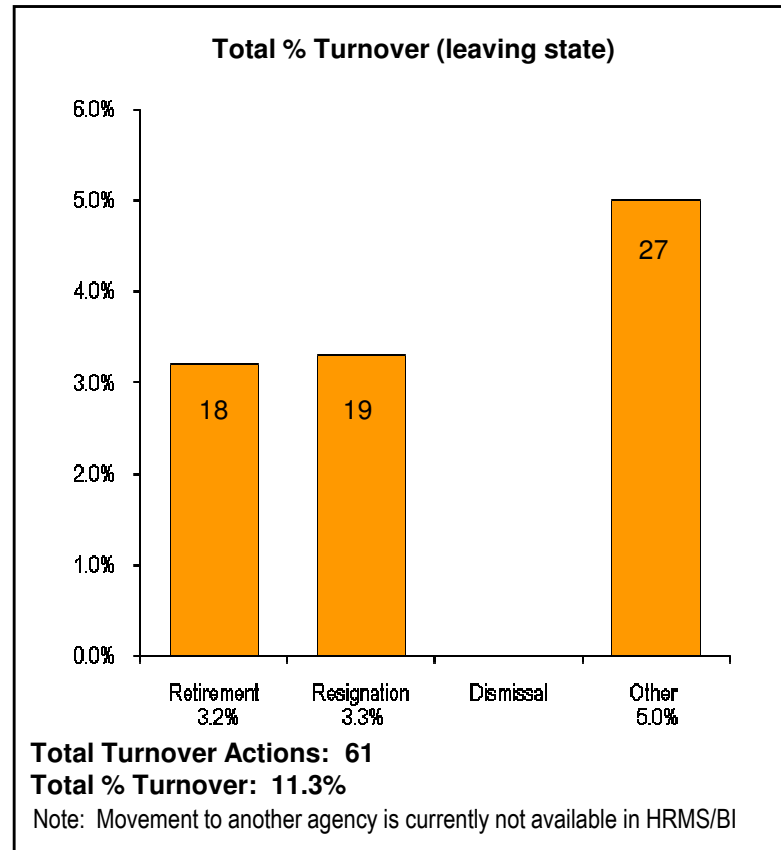
**Workforce Diversity Profile**

**Employee Survey Information**

Retention measure (TBD)

## Turnover Rates

Agency Priority: Medium



### Analysis:

- The number is higher this fiscal year due to budget reductions. Nine employees were laid off, 6 employees accepted a voluntary retirement incentive, 2 employees accepted a voluntary separation incentive, and 12 probationary Park Rangers were separated (due to budget, not performance). Note: 8 of these Park Rangers have since been rehired.
- Also during this time period, one employee passed away and one employee was disability separated.
- Two employees promoted to other State agencies (one of these employees came back to State Parks).
- In January, 2009, the agency re-implemented its Exit Interview Process (in-person, telephone, or written) as recommended by the Performance Audit in order to further analyze the reasons employees are leaving the agency. As of 10/2/09, only 8 of the 24 employees who voluntarily left the agency have elected to participate.

### Action Steps: (What, by whom, by when)

- The HR Office will continue to offer an Exit Interview to all permanent employees voluntarily leaving the agency to determine why they are leaving. Staff will analyze data gathered to determine if there are any trends in order to implement additional strategies to reduce turnover.

Data Time Period: 7/08 through 6/09  
 Source: Agency Tracked Data

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

## Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

## Workforce Diversity Profile

### Employee Survey Information

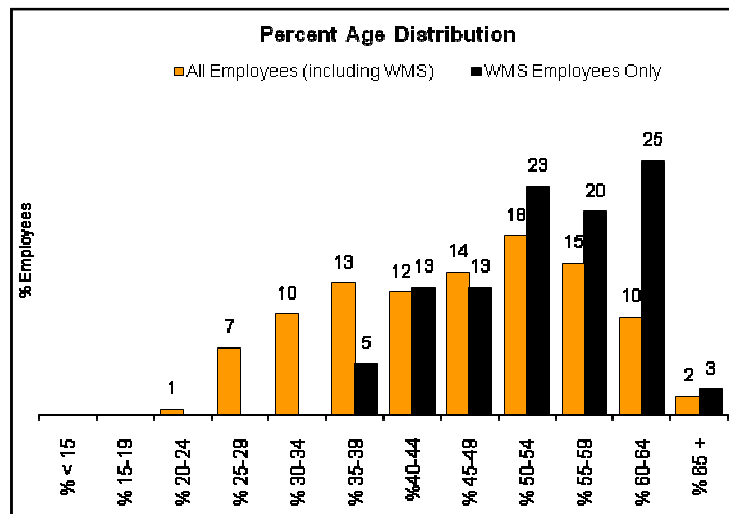
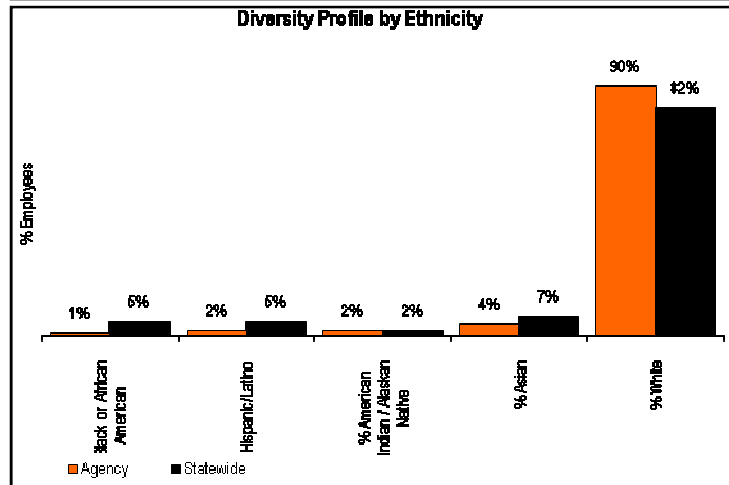
Retention measure (TBD)

## Workforce Diversity Profile

Parks and Recreation Commission

Agency Priority: Medium

|                         | Agency | State |
|-------------------------|--------|-------|
| Female                  | 31%    | 53%   |
| Persons w/Disabilities  | 4%     | 4%    |
| Vietnam Era Veterans    | 6%     | 6%    |
| Veterans w/Disabilities | 0%     | 2%    |
| People of color         | 10%    | 18%   |
| Persons over 40         | 70%    | 74%   |



### Analysis:

- Since FY08, the percentage of females and the percentage of people of color have each decreased by 1%. *Note: Because the percentages do not include employees in probationary status, it is not appropriate to compare the data with past agency tracked data (i.e., Affirmative Action Reports). Agency tracked data includes all employees appointed to permanent positions.*
- During FY09, the agency hired six females and two people of color into the agency in permanent positions.

### Action Steps: (What, by whom, by when)

- Unfortunately, the agency's Diversity Specialist and two other positions that had some diversity responsibilities were abolished on 7/1/09 due to budget reductions.
- The HR Office will continue to post job announcements on the Department of Personnel's job-seeker listserv, the agency website and other free and low-cost sites.
- The agency recently created an HR Consultant position in each of its three region offices. These positions will be responsible for coordinating local level recruitment at the park level.

Data as of 7/1/09  
Source: HRMS/BI

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

## Workforce Diversity Profile

## Employee Survey Information

Retention measure (TBD)

## Employee Survey Ratings

Parks and Recreation Commission

Agency Priority: Medium

| Question                                                                                    | Avg April 2006 | Avg Nov 2007 |
|---------------------------------------------------------------------------------------------|----------------|--------------|
| 1) I have the opportunity to give input on decisions affecting my work.                     | 3.98           | 3.60         |
| 2) I receive the information I need to do my job effectively.                               | 3.94           | 3.58         |
| 3) I know how my work contributes to the goals of my agency.                                | 4.15           | 3.77         |
| 4) I know what is expected of me at work.                                                   | 4.28           | 3.95         |
| 5) I have opportunities at work to learn and grow.                                          | 3.94           | 3.59         |
| 6) I have the tools and resources I need to do my job effectively.                          | 3.77           | 3.46         |
| 7) My supervisor treats me with dignity and respect.                                        | 4.30           | 3.95         |
| 8) My supervisor gives me ongoing feedback that helps me improve my performance.            | 3.74           | 3.45         |
| 9) I receive recognition for a job well done.                                               | 3.55           | 3.24         |
| 10) My performance evaluation provides me with meaningful information about my performance. | 3.49           | 3.16         |
| 11) My supervisor holds me and my co-workers accountable for performance.                   | 4.15           | 3.94         |
| 12) I know how my agency measures its success.                                              | 3.33           | 3.15         |
| 13) My agency consistently demonstrates support for a diverse workforce.                    | n/a            | 3.73         |

**Overall average:** 3.88 3.58

**Number of survey responses:** 407 479

## Analysis:

- For the 2007 survey, State Parks is ranked #26 out of 28 agencies.
- All 2007 questions scored lower than the 2006 survey. This may be related to the WFSE's vote of no confidence in July 2007.
- All but question #1 was lower than the statewide averages in 2007.
- In fall 2008, the HR Office developed a PDP Training Guide and provided PDP training to supervisors in order to increase the quality of PDPs. The guide includes survey information (questions #9, 10 and 12).

## Action Steps: (What, by whom, by when)

- The agency recently created an HR Consultant position in each of its three region offices. These positions will be responsible for reviewing performance evaluations to ensure that they are meaningful (question #10).
- The region HR Consultants will also serve as Employee Recognition Ambassadors and will promote the recognition program (question #9).
- We are currently in the process of surveying our employees for 2009.
- Washington State Parks measures its success through the 2013 Centennial Plan. Goals are set and outcomes are measured. All employees are educated on the Centennial 2013 Plan and informed of the progress on a regular basis.

Data as of November 2007

Source: Statewide Employee Survey